[Insert Cover Picture]

Large Sporting Event Active Shooter Tabletop Exercise

Situation Manual

[Insert Date]

**\*[Insert Caveat]\***

This Situation Manual (SitMan) provides exercise participants with all necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SitMan.

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# Exercise Agenda

| Start Time | End Time | Activity |
| --- | --- | --- |
| 8:00 a.m. | 8:15 a.m. | Welcome and Introductions |
| 8:15 a.m. | 9:15 a.m. | Module One: Pre-Incident Intelligence and Information Sharing |
| 9:15 a.m. | 9:30 a.m. | Break |
| 9:30 a.m. | 10:30 a.m. | Module Two: Incident Response |
| 10:30 a.m. | 10:45 a.m. | Break |
| 10:45 a.m. | 11:45 a.m. | Module Three: Immediate Recovery and Business Continuity |
| 11:45 a.m. | 12:30 p.m. | Hot Wash / Closing Remarks |

*\*All times are approximate.*

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# Exercise Overview

|  |  |
| --- | --- |
| **Exercise Name** | Large Sporting Event Active Shooter Tabletop Exercise (TTX) |
| **Exercise Dates** | [Indicate the start and end dates of the exercise] |
| **Scope** | This exercise is a TTX planned for [insert exercise duration] and will focus on [insert scope].This exercise was developed using materials created by the Cybersecurity and Infrastructure Security Agency (CISA) for a CISA Tabletop Exercise Package (CTEP). |
| **Mission Area(s)** | Prevention, Protection, Mitigation, Response, and Recovery [Select appropriate mission areas] |
| **Capabilities** | * Community Resilience
* Economic Recovery
* Health and Social Services
* Intelligence and Information Sharing
* Operational Communications
* Operational Coordination
* Planning
* Public Health, Healthcare, and Emergency Medical Services (EMS)
* Public Information and Warning
* [Insert additional capabilities as necessary]
 |
| **Objectives** | 1. Examine pre-incident and incident intelligence and information sharing procedures between public and private sector stakeholders.
2. Examine emergency response plans and procedures to an active shooter incident at a large sporting event with a focus on:
	* Incident Command System (ICS) / National Incident Management System (NIMS)
	* Evacuation and shelter-in-place procedures
	* Mass casualty incident (MCI) procedures
	* Public messaging protocols
	* Family reunification procedures
3. Examine immediate recovery plans following an incident, including victim assistance and mental and behavioral health resources.
4. [Insert additional exercise objectives as necessary]
 |
| **Threat or Hazard** | Civil Unrest, Active Shooter |
| **Scenario** | An interactive, discussion-based exercise focused on a civil unrest incident and subsequent active shooter attack at a large sporting event during an athletic tournament. The scenario consists of three modules: Pre-Incident Intelligence and Information Sharing, Incident Response, and Immediate Recovery. |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being used, if applicable] |
| **Participating Organizations** | [Please see Appendix B.] |
| **Point of Contact (POC)** | [Insert the name, title, agency, address, phone number, and email address of the primary exercise point of contact (POC) (e.g., exercise director or exercise sponsor).] |

# General Information

## Exercise Objectives and Capabilities

The exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team (EPT).

| **Exercise Objectives** | **Capability** |
| --- | --- |
| Examine pre-incident and incident intelligence and information sharing procedures between public and private sector stakeholders. | * Intelligence and Information Sharing
* Planning
* Public Information and Warning
 |
| Examine emergency response plans and procedures to an attack at a large sporting event with a focus on:* Evacuation and shelter-in-place procedures
* ICS / NIMS
* MCI procedures
* Public messaging protocols
* Family reunification procedures
* Mental and behavioral health resources
* Donation and memorial plans
 | * On-Scene Security, Protection, and Law Enforcement
* Operational Communications
* Operational Coordination
* Planning
* Public Health, Healthcare, and EMS
* Public Information and Warning
 |
| Examine immediate recovery and business continuity plans following an incident, including victim assistance and mental and behavioral health resources. | * Community Resilience
* Economic Recovery
* Health and Social Services
* Operational Coordination
* Planning
 |
| [Insert additional objectives as necessary] | * [Insert capability aligned to each objective]
 |

Table 1. Exercise Objectives and Associated Capabilities

## Video Use Guidelines

This SitMan includes optional videos embedded throughout the scenarios for use during the exercise to accompany the narrative. Videos can be used to engage participants during a TTX by simulating news coverage of incidents. While use of the video links is recommended, coinciding transcripts are included throughout the scenario if the exercise does not allow for video use.

Videos are embedded using hyperlinks, which will route the user directly to the corresponding YouTube video. For best results, the EPT should prepare reliable internet access with unrestricted access to YouTube.com, a way to share the videos with exercise participants, audio output equipment, and consider the following list of best practices:

* Familiarize the facilitator with video functionality to ensure smooth transitions during exercise conduct or designate an EPT member to run the slides.
* Open all videos in advance of the exercise to mitigate any technical issues that may arise from opening the videos on the spot.
* Ensure all participants have a copy of the SitMan for use in the event of technical difficulties.
* Determine whether to allow participants to review videos prior to exercise conduct.

## Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

* **Players** have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
* **Observers** do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.
* **Facilitators** provide situation updates and moderate the discussion. They also provide additional information or resolve questions as required. Key EPT members also may assist with facilitation as subject matter experts (SMEs) during the exercise.
* **Moderators** are responsible for admitting and signing in all participants to the virtual exercise, monitoring the chat area for questions and / or issues, and controlling participant audio.
* **Data Collectors** are assigned to observe and document the discussion during the exercise, participate in data analysis, and assist with drafting the After-Action Report (AAR).

## Exercise Structure

This exercise will be a discussion-based, facilitated exercise. Players will participate in the following three modules:

* Module One: Pre-Incident Intelligence and Information Sharing
* Module Two: Incident Response
* Module Three: Immediate Recovery and Business Continuity

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in discussions of appropriate [insert mission area] issues.

## Exercise Guidelines

* This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.
* Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.
* Decisions are not precedent setting and may not reflect your jurisdiction’s / organization’s final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.
* Issue identification is not as valuable as suggestions and recommended actions that could improve [insert mission area] efforts. Problem-solving efforts should be the focus.
* The assumption is that the exercise scenario is plausible, and events occur as they are presented. All players will receive information at the same time.

## Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned core capabilities. Players will be asked to complete a participant feedback form. These documents, coupled with facilitator observations and evaluator notes, will be used to evaluate the exercise and then compiled into the AAR / Improvement Plan (IP).

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# Module One: Pre-Incident Intelligence and Information Sharing

## Scenario

## [Insert Location]

### [Insert Month, Day, Year]



In the last few weeks, there has been an increased amount of online chatter from the domestic extremist group, Universal Adversary (UA), calling for attacks on large public gatherings across the United States. Based on the posts, the Secretary of Homeland Security, in coordination with other federal entities, issues an “Elevated” Threat Alert through the National Terrorism Advisory System (NTAS), warning of a credible domestic terrorist threat across states in several identified areas. There is no information at this time that would warrant the release of an “Imminent” Threat. The alert is to remain in place until further notice.

## Discussion Questions

1. How would your agency or organization expect to receive information about a credible threat?
	1. How would you expected to receive NTAS alerts?
	2. Are there any government clearance considerations or issues when receiving or sharing threat information?
2. What information does your organization or agency expect from the intelligence community and local, state, and federal partners regarding threats of this nature?
3. How will your organization receive this information?
4. How long does it take for your organization to process information for sharing?
5. What security recommendations are public sector partners making to private sector partners?
6. How does your agency or organization triage intelligence information you receive, such as from formal reporting, hearsay, and social media?
7. What social media monitoring does your agency or organization conduct?
	1. How would this NTAS alert affect social media monitoring?
	2. How is this type of alert, or any suspicious activity alert, communicated to the departments within your organization?
	3. What do department heads do with this information?
8. How would law enforcement or fusion centers disseminate this information?
9. How would this NTAS alert affect preparations for upcoming sporting events?
	1. What actions, if any, would your organization take in response to this alert?
	2. How would this alert information change your organization’s incident response readiness?
	3. What protective measures or actions, if any, would be put into place following this alert?
10. What kind of messaging would be released to the public, organizational leaders, and venue users?
	1. What would trigger this information sharing?
	2. Who is responsible for releasing the information / messaging?

## Scenario Update

### [Insert Month, Day, Year + 2 Months]

With the [insert sporting event] quickly approaching, members of the [insert law enforcement / intelligence agency] notice posts on social media platforms from individuals empathizing with UA’s calls for aggression. The individuals claim they will be at the tournament this week. While no one has specified what actions they might take, posts and comments online have included warnings that the town “will get what’s coming to them.”

Based on the comments and posts, investigators suspect a violent incident may take place during the tournament. Investigators also suspect individuals may come from throughout the region to participate.

## Discussion Questions

1. How would your organization expect to receive this threat information?
2. What social media monitoring training, if any, does your agency or organization conduct?
3. Does this training include emergency management or active shooter elements?
4. What cross-training do you conduct with local law enforcement or other first response agencies?
5. What Suspicious Activity Reporting (SAR) procedures do you have?
	1. What SAR training, if any, does your organization conduct?
6. What would law enforcement officials expect to do with SAR intelligence information?
	1. How would this information be disseminated and to whom?
7. Once informed of a credible threat, what information is law enforcement sharing with other public and private sector organizations that could be at risk?
8. What steps does your organization take once you receive notice of a possible or credible threat?
9. How would threat information be communicated within your organization? Would it include key organizational leadership?
10. What are you communicating to your employees?
	1. How is threat information shared with your employees?
	2. Who in your organization is responsible for addressing employee concerns?
11. How is this information shared with the customers or stakeholders who use your facility?
12. What information sharing protocols exist between organizations? How would other sporting venues in the area be alerted to this situation?
13. How would additional threat information change your organization’s / agency’s security posture?
	1. What additional protective measures are put in place following this threat information?
	2. Would you conduct additional hazard- or threat-specific training?
14. What security recommendations, if any, are law enforcement agencies making to private sector stakeholders?
	1. What other information is law enforcement sharing with private sector stakeholders?
15. What plans exist describing the protective measures required prior to the event?
16. Are there any notifications that need to be made outside of your organization?
	1. What notifications need to be made to the media at this point?
	2. Who is responsible for disseminating this information to the appropriate parties?

# Module Two: Incident Response

## Scenario

## [Insert Location]

### [Insert Month, Day, Year]: 7:15 p.m.

It is a warm afternoon in [insert city / location] as the city prepares for the [insert event] and the crowd it attracts. Around 7:15 p.m., a large protest of roughly 200 people wearing all black clothing convenes at a nearby [insert location] and marches towards [insert venue], blocking roadways and inhibiting normal operations for parts of the city. The procession continues for about an hour before arriving at the outside perimeter of [insert venue]. The large group of protestors congregate and become increasingly aggressive, harassing patrons and spectators as they make their way to the venue.

As the afternoon progresses into evening, a counter-protest forms nearby, attracting dozens of people. Both rallies begin to antagonize and confront each other on the [insert venue] property. Opposing protestors engage in physical altercations, which result in minor injuries and only seem to further excite the crowd. Some bystanders and protestors flee the area, resulting in injuries to several onlookers.

## Discussion Questions

1. What are your agency’s or organization’s current standard operating procedures (SOPs) in relation to civil unrest demonstrations in the area? Are your personnel trained on these procedures?
	1. How are employees trained to respond?
2. Is there an accessible public space where people may congregate?
3. What law enforcement presence would be expected during a civil protest? Would the movement to [insert venue] affect that posture?
	1. Does your venue have contract security on-site?
	2. How many contract security guards are on-site at a given time?
	3. What are security individuals’ rules of engagement?
	4. To whom do contract security report?
4. Does your facility have closed-circuit cameras on-site?
	1. How can images / recordings be shared with law enforcement?
	2. How quickly can the footage be accessed?
5. What communications are taking place between your venue and local law enforcement?
	1. Are any other agencies or venues included in this communication?
6. What EMS assets are on-scene that can assist injured persons?
	1. Would there be any barriers preventing EMS personnel from entering the scene to assist injured participants?
7. Are there established protocols at the venue to alert fans and employees to the demonstration?
	1. Who is responsible for enacting these protocols?
	2. How are alerts sent to facility employees?
	3. What message is sent to facility employees?
8. What types of crowd control procedures would be enacted?
	1. Is training conducted for these procedures? If so, how often?
	2. How would your facility encourage staff to interact (or not) with protestors?

## Scenario Update

### [Insert Month, Day, Year]: 7:30 p.m.

Approximately three hours after the protest begins, nearly 15,000 spectators are at the much-anticipated [insert event] at [insert venue]. The [insert event] has high stakes, and the spectators’ energy is high.

Just as the players are wrapping up their pre-game warmups and spectators settle into their seats to watch the game, gunfire sounds are heard ringing throughout the venue. Spectators in the aisles begin running in all directions trying to exit the venue while those in the stands shield themselves under their seats. Social media is beginning to light up with livestreamed content and short video clips of spectators screaming and running in all directions. Local news reporters who are in the media box reporting on the game switch their attention to the sound of gunfire and report on the chaos.

[*Click here for Video Supplement #1*](https://www.youtube.com/watch?v=fbJMa85wKW4&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb) [[1]](#footnote-1) *or follow the transcription in Appendix A.*

### [Insert Month, Day, Year]: 7:45 p.m.

After receiving a barrage of 911 calls, law enforcement officers arrive at the venue. The shooters are still firing indiscriminately, and the gunfire’s echo makes it difficult to determine where the gunshots are coming from. As officers work their way through the venue, spectators inform the officers that they saw two of the protestors dressed in black carrying large bags earlier in the day. As they search the venue, officers locate one of the shooters and quickly neutralize him, and the second attacker shoots himself before police can reach him.

[*Click here for Video Supplement #2*](https://www.youtube.com/watch?v=7ShsvbRKRKM&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=3) [[2]](#footnote-2) *or follow the transcription in Appendix A.*

[*Click here for Video Supplement #3*](https://www.youtube.com/watch?v=DaHu2YvAO_0&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=3) [[3]](#footnote-3) *or follow the transcription in Appendix A.*

## Discussion Questions

1. What are first responding agencies’ immediate actions and priorities?
	1. What policies exist surrounding critical and fatal injuries to police on-scene?
2. How quickly can law enforcement and first responder personnel respond to an incident at the venue?
3. What fire and EMS assets are located at the tournament?
	1. How would they be expected to respond?
	2. Where are they located?
	3. Are there assets within the venue as well as outside?
	4. What protocols exist to allow fire and EMS personnel to make entry into the arena to assist injured persons?
	5. Can your venue support basic first aid or medical care to wounded victims until EMS arrive on-scene?
	6. Does your jurisdiction have Rescue Task Force capabilities?
4. What are the immediate actions and priorities of [insert venue] staff?
	1. How are staff trained to respond to this type of incident? How often does this training occur?
5. What is the general level of event staffing on the day of an event?
	1. Are event staff familiar with or trained in ICS / NIMS?
	2. What training do they receive for responding to active threats?
6. What level of security and law enforcement would be on-site for this event?
7. What type of command structure would be established?
	1. Who would be in charge of the command structure(s)?
	2. How would the command structure(s) be staffed?
	3. How does your organization represent itself within the Incident Command System / Unified Command System ?
	4. How would contract / private security integrate into the command structure, and what are their rules of engagement?
8. What communication is taking place between your venue / organization and local law enforcement?
9. How quickly is the incident communicated to surrounding facilities or organizations?
10. How is an incident alerted to venue employees, contract personnel, first responders, and the public?
	1. What protocols exist for this alert?
	2. Who is responsible for disseminating this alert?
	3. How quickly could these announcements be made?
	4. What message is sent to employees and fans who are on-site?
11. What are your agency’s or organization’s current SOPs in relation to active shooters?
	1. What roles and responsibilities for event staff are included in your SOPs and event action plans (EAPs)?
	2. How recently has the plan been reviewed and updated?
	3. Are your personnel trained on these procedures?
	4. How are employees trained to respond?
12. Does [insert venue] have an event operations center for every event?
	1. What is the primary role of the event operations center?
13. How would an evacuation or shelter-in-place effort be coordinated and conducted?
	1. Who makes the decision to evacuate or shelter-in-place?
	2. How is this decision communicated to individuals in the venue?
14. What protocols exist for internal organizations’ accountability?
	1. What protocols exist for sports team members and their families, volunteers, and very important persons (VIPs)?
15. What role would your organization have in a Joint Information Center (JIC)? What communication platforms are used to communicate to venue guests?
	1. Who is responsible for informing the public, and how quickly is the public notified?
	2. Does your organization have predetermined messages to disseminate to the public and media outlets?
	3. Is this messaging coordinated across the different agencies and organizations?
	4. Do you have a public information officer (PIO) to leverage?
	5. What social media resources are available during and immediately after an incident?
16. What measures are taken to disrupt the distribution of fake or erroneous information the public may provide?
	1. Do these measures include plans for preventing the spread of misinformation on social media?
17. Is there a designated location for venue leadership to convene during an incident? If so, where?
	1. How would leadership be notified on where to go?
18. What considerations is your organization making regarding the status of the tournament?
	1. Who makes the decision to postpone or cancel the event?
19. How would rescheduling the tournament and any following events be handled?

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# Module Three: Immediate Recovery and Business Continuity

## Scenario

### [Insert Month, Day, Year]: 9:00 p.m. – News Update

Approximately an hour after the incident, law enforcement clears the venue of additional threats. Venue personnel continue to move the remaining fans and spectators into safe areas. Fire and EMS personnel are on-scene and begin triaging and treating the injured.

Local and federal law enforcement launch an investigation into the offenders’ motivations and actions. Injury counts from the shooting continue to rise, along with the number of individuals injured in the chaos while attempting to leave the premises. Total fatalities are still unknown but have surpassed [insert number to qualify for MCI in your jurisdiction].

News media and concerned family and friends are approaching public safety officials and venue personnel asking for any information they can provide about the incident.

[*Click here for Video Supplement #4*](https://www.youtube.com/watch?v=QDtmEdZ_QXU&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=5) [[4]](#footnote-4) *or follow the transcription in Appendix A.*

### [Insert Month, Day, Year]: 11:00 p.m.

Law enforcement officials secured the scene of the [insert venue] shooting and are working with facility staff to evacuate all final attendees safely and efficiently. News media and victims’ families continue to inundate responding agencies, hospitals, and venue staff seeking information. As expected, rumors and speculation about the incident run rampant on social media as the investigation continues. Fans also express wariness about returning to the venue for future sporting events.

[*Click here for Video Supplement #5*](https://www.youtube.com/watch?v=dYlIPH-LpWU&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=6) [[5]](#footnote-5) *or follow the transcription in Appendix A.*

## Discussion Questions

1. What are [insert venue]’s immediate priorities post-incident?
	1. How are these priorities communicated internally?
	2. How are these priorities coordinated with local emergency management entities?
	3. How are these priorities coordinated with state or federal agencies?
2. How would law enforcement work to locate the shooters?
	1. What additional law enforcement assets are available for request?
	2. What would their general response time be?
3. What kind of patient tracking system would be used?
	1. Who is primarily responsible for tracking patients?
	2. Are there other organizations that would be included in patient tracking?
4. What communication takes place between your venue and first responders after the initial incident?
	1. What other agencies and organizations need to be contacted at this time?
5. What is being communicated to spectators and employees still inside the venue perimeter?
	1. How is this message communicated to spectators and employees?
6. How quickly is the incident communicated to surrounding facilities or organizations?
7. Does your organization have any pre-identified evacuation points?
	1. Who is responsible for leading the family reunification effort?
	2. How quickly are reunification procedures put in place?
	3. How are families and fans made aware of where to go?
	4. What information would be provided to the public regarding family reunification and victim assistance services at this point?
	5. Are there accommodations for individuals with access or functional needs?
	6. If applicable, do you have existing agreements with other organizations to provide resources or shelter?
	7. How would you address crowd control and media control, including directing parking?
8. How would you take accountability for any venue staff?
	1. What about for independent vendors?
9. What plans exist to handle media attention from national and international outlets?
	1. Are there separate plans for the ways you will handle social media?
	2. Who is in charge of developing news and social media messaging?
10. Is there a plan to handle civilian-submitted pictures and videos of the incident?
	1. Who is responsible for sorting through this information?
11. Does your organization have a continuity of operations / business plan? If so, does it include a crisis communications plan?
	1. What resources are available to assist in recovery or business continuity?
	2. Does your venue have any contracts in place to assist with incident cleanup and recovery?
12. What mental health services are available for fans, employees, and first responders?
	1. How would available services be communicated?
	2. What plans do you have in case some employees cannot return to work because of the psychological or physical trauma from the incident?
13. How would you address inaccurate reports following the incident?
	1. Are there specific plans and procedures for this in your Emergency Operations Plan (EOP)?
	2. Are there separate plans for the ways you would handle social media?
14. How would your organization handle incoming requests for information over the phone?
	1. What about requests coming through various social media sources?
15. What local, state, or federal resources would you request to assist in immediate and short-term recovery?
	1. Does your facility have memorandums of understanding (MOUs) with local response agencies or other local sports venues?
16. How would this incident affect protective measures moving forward?
17. How would the investigation affect other nearby locations / venues?
18. At what point would you consider your organization stabilized and back to a steady state?
	1. Who determines when it is safe for employees / visitors to return to steady operations?
19. How would your organization encourage employees / visitors to return to the arena after such an incident?
	1. What would that messaging say?
	2. Who would be responsible for drafting and releasing this messaging?
20. Are there established plans to manage donations after the incident? If so, who is responsible for this task?
21. Are there established plans to handle memorials after the incident? If so, who is responsible for this task?

# Appendix A: Supplemental Video Transcripts

### Video Supplement #1: 7:30 p.m. – Breaking News Report

[*Click here for Video Supplement #1*](https://www.youtube.com/watch?v=fbJMa85wKW4&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb) [[6]](#footnote-6) *or follow the transcription below.*

**News Anchor:** We interrupt your regularly scheduled programming for this breaking news. Good evening. I’m Megan Lee. Reports are coming in that there has been a shooting at City Arena, which has been hosting the Regional Tournament. Details remain sketchy, but we have learned that the shooting has occurred during the quarter finals of tournament action. The scene remains chaotic. According to on-scene witnesses, there may be multiple shooters involved. It is unclear at this time as to the extent of the injuries. We will continue to stay on top of this story as more details become available.

### Video Supplement #2: 7:45 p.m. – News Update

[*Click here for Video Supplement #2*](https://www.youtube.com/watch?v=7ShsvbRKRKM&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=3) [[7]](#footnote-7) *or follow the transcription below.*

**News Anchor:** We interrupt your programing for this breaking news. I’m Megan Lee. Reports continue to come with more details on the shooting at City Arena. Law enforcement officials confirm that there has been a shooting at City Arena during the regional tournament.

Unconfirmed reports are that the shooting began during the second quarter of the action between two long-time school rivals. Initial reports say that the shooting began shortly after 7:15 this evening when multiple shots rang out from two of the four exit areas of the arena. Unconfirmed reports are stating that there are a large number of injured. Action News reporter Andreas Smith is at the arena. What can you tell us, Andreas?

**News Reporter:** About 25 minutes ago, shots rang out from the City Arena. It is unclear at this time how many are injured; however, I can report that many of the injuries appear to be serious.

My camera team and I were set up in the corner of the arena when we heard multiple gunshots. The crowd in the grandstands immediately began running towards the exit doors in a panic. Remember that the tournament tonight is a large event, and the arena was almost at capacity with a significant amount of attendees from surrounding states.

All I can say at this time is the scene remains chaotic, with tournament security and local police officers trying to get a handle on the situation. Additional emergency responders continue to arrive. We are being asked to exit the area by law enforcement. We will find a new spot and get right back to you.

**News Anchor:** Okay, Andreas. Be safe. Again, a shooting has occurred at the Regional Tournament hosted at City Arena. We will continue to stay on top of this story as more details become available. You’re watching Action News; I’m Megan Lee.

### Video Supplement #3: 8:30 p.m. – News Update

[*Click here for Video Supplement #3*](https://www.youtube.com/watch?v=DaHu2YvAO_0&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=3) [[8]](#footnote-8) *or follow the transcription below.*

**News Anchor:** You’re watching Action News; I’m Megan Lee. We’re now continuing our coverage of the Regional Tournament shooting at City Arena. We are being joined by team reporter Andreas Smith. Andreas, what can you tell us?

**News Reporter:** We are currently waiting for an update from city law enforcement officials on this evening’s shooting at the Regional Tournament. It looks like we are about to begin.

**Public Information Officer:** It pains me to report that there has been a mass shooting this evening in the community. At approximately 7:15, at least two shooters stormed the Regional Tournament at the City Arena. Based on witnesses, it appears the assailants staged themselves at two of the four entrance / exit locations around the arena.

According to witnesses, once shots were heard by the crowd of nearly 15,000, patrons began running towards the exits. Unfortunately, this is where the shooters were waiting. We can confirm there are a large number of injuries and confirmed fatalities throughout the complex. At this time, the shooters are not in custody, though we do have descriptions and are continuing to interview witnesses and review available arena security cameras. We ask the public: If you have video of this event, please reach out to your local police and sheriff’s department and share the video.

Please be aware we are very early in the investigative process, but we will keep everyone up to date as more information becomes available. The arena is still considered an active scene with law enforcement and rescue personnel. At this time, I cannot accept any questions. We will hold another briefing at 9:00 p.m. this evening.

**News Anchor:** To recap for those just joining us, there has been a mass shooting at the Regional Tournament at City Arena. We just heard from the public information officer. According to the PIO report, at least two shooters entered the arena, blocking the entry and exit doors, opening fire on the crowd. Let’s go back to our Action News reporter, Andreas, who is standing by. Andreas?

**News Reporter:** We are positioned just outside the parking area at City Arena. Police, fire rescue, and ambulances continue to arrive to assist in this mass casualty event. This has been a horrible, horrible scene. As my camera man and I were being escorted out of the arena, we could see multiple people with serious gunshot wounds as well as fatalities throughout the complex.

Arriving fire and EMS resources immediately began to establish what appears to be a triage medical care area in the main concourse. As I mentioned, we have been seeing ambulances coming and going nonstop. We have also seen area medical helicopters arrive and depart with victims. We will remain here and report as new developments occur. Back to you in the studio.

**News Anchor:** Okay Andreas, be safe. We’re going to take a quick break so that our local affiliates can identify themselves. Stay tuned. You’re watching Action News; I’m Megan Lee.

### Video Supplement #4: 9:00 p.m. – News Update

[*Click here for Video Supplement #4*](https://www.youtube.com/watch?v=QDtmEdZ_QXU&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=5) [[9]](#footnote-9) *or follow the transcription below.*

**News Anchor:** We interrupt your regularly scheduled programing for our continuing coverage of the shooting at the Regional Tournament at City Arena. I’m Megan Lee. We are standing by waiting for the latest briefing from our police public information officer. For those of you just joining us, there has been a mass casualty shooting earlier this evening at the Regional Tournament with multiple victims. I see the officer is ready to speak.

**Public Information Officer:** This will most likely be our last update this evening. Our team of investigators are still putting together tonight’s events, but we can provide some updated information. At approximately 7:15 p.m. this evening, at least two shooters stormed the Regional Tournament at City Arena, positioning themselves at the north and east entrance / exit points of the main concourse of the City Arena.

Based on numerous witness statements, midway through the second quarter of the play, automatic and semi-automatic shots were heard by the crowd of nearly 15,000, who immediately ran for shelter at the arena exits. Unfortunately, two of four exits were covered by at least two active shooters where a majority of injuries and fatalities occurred.

According to witnesses, the shooting lasted less than 7 minutes. Unarmed private security and local law enforcement personnel were on the scene providing security; however, many of these officers have been identified as victims. As a result of panic within the arena, we must report we do have a large number of gunshot victims as well as crush injuries and fatalities due to the stampede of people trying to exit the arena.

We cannot give you numbers of the injured or fatalities at this time; however, we can say numbers are significant. We have identified the two shooters amongst the victims. We cannot provide any additional information on the gunmen pending their further investigation. We are continuing to interview witnesses and review available arena closed-circuit and security television cameras.

We ask the public: If you have video of this event, please reach out to your local police and sheriff departments and share the video. Please be aware we are very early in the investigative process, but we will keep everyone up to date as more information becomes available. Thank you.

**News Anchor:** Stay tuned to Action News for our continued coverage. I’m Megan Lee.

### Video Supplement #5: 11:00 p.m. – Post-Incident

[*Click here for Video Supplement #5*](https://www.youtube.com/watch?v=dYlIPH-LpWU&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=6) [[10]](#footnote-10) *or follow the transcription below.*

**News Reporter:** Law enforcement officials continue to secure the scene of the Regional Tournament shooting. Responding agencies, hospitals, and arena administration are inundated with calls from the families. Final casualties are listed as 203 injured and 46 killed. As expected, rumors and speculation about the incidents run rampant on social media. The Federal Bureua of Investigation (FBI) continues to lead the investigation.

# Appendix B: Exercise Participants

| **Participating Private Sector Organizations** |
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| [Insert private sector participants] |
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| **Participating Local Organizations** |
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| [Insert local participants] |
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| **Participating State Organizations** |
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| [Insert state participants] |
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| **Participating Federal Organizations** |
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| [Insert federal participants] |
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| **Other Participating Organizations** |
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| [Insert other participants] |
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# Appendix C: Relevant Plans

[Insert excerpts from relevant plans, policies, or procedures to be tested during the exercise.]

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# Appendix D: Acronyms

| Acronym | Term |
| --- | --- |
| **AAR** | After-Action Report |
| **CISA** | Cybersecurity and Infrastructure Security Agency |
| **CTEP** | CISA Tabletop Exercise Package |
| **EAP** | Event Action Plan |
| **EMS** | Emergency Medical Services |
| **EOP** | Emergency Operations Plan |
| **EPT** | Exercise Planning Team |
| **FBI** | Federal Bureau of Investigation |
| **ICS** | Incident Command System |
| **IP** | Improvement Plan |
| **JIC** | Joint Information Center |
| **MCI** | Mass Casualty Incident |
| **MOU** | Memorandum of Understanding |
| **NIMS** | National Incident Management System |
| **NTAS** | National Terrorism Advisory System |
| **PIO** | Public Information Officer |
| **POC** | Point of Contact |
| **SAR** | Suspicious Activity Report |
| **SitMan** | Situation Manual  |
| **SME** | Subject Matter Expert |
| **SOP** | Standard Operating Procedures |
| **TTX** | Tabletop Exercise  |
| **UA** | Universal Adversary  |
| **VIP** | Very Important Person |



1. Video supplement #1: <https://www.youtube.com/watch?v=fbJMa85wKW4&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb> [↑](#footnote-ref-1)
2. Video supplement #2: <https://www.youtube.com/watch?v=7ShsvbRKRKM&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=3> [↑](#footnote-ref-2)
3. Video supplement #3: <https://www.youtube.com/watch?v=DaHu2YvAO_0&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=3> [↑](#footnote-ref-3)
4. Video supplement #4: <https://www.youtube.com/watch?v=QDtmEdZ_QXU&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=5> [↑](#footnote-ref-4)
5. Video supplement #5: <https://www.youtube.com/watch?v=dYlIPH-LpWU&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=6> [↑](#footnote-ref-5)
6. Video supplement #1: <https://www.youtube.com/watch?v=fbJMa85wKW4&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb> [↑](#footnote-ref-6)
7. Video supplement #2: <https://www.youtube.com/watch?v=7ShsvbRKRKM&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=3> [↑](#footnote-ref-7)
8. Video supplement #3: <https://www.youtube.com/watch?v=DaHu2YvAO_0&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=3> [↑](#footnote-ref-8)
9. Video supplement #4: <https://www.youtube.com/watch?v=QDtmEdZ_QXU&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=5> [↑](#footnote-ref-9)
10. Video supplement #5: <https://www.youtube.com/watch?v=dYlIPH-LpWU&list=PL-BF3N9rHBLJY4WACy1fYjoVHofbJWOvb&index=6> [↑](#footnote-ref-10)